

Glendalyn Young People's Home



Statement of Purpose

April 2014

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

Nelson Mandela (1918-2013)

Former President Of South Africa

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This document is written as a statement of good practice, as required by Regulation 4, Section 1 of the Children's Homes Regulations 2001, amended April 2014

Caring for Children

1 Aim and Objectives of the home

Aim

We aim to provide a settled period of residential care with therapeutic emphasis and multi-agency involvement, to help children and young people recover from experiences which have rendered them vulnerable and disrupted their primary relationships. Based in the community, our residential service is designed to improve young peoples' life chances and outcomes by enabling them to rebuild relationships with their families and/or to achieve a stable living situation.

Target Group

This service is intended for children aged 12-17 years, who are aged 16 or below at admission and where residential care is the first choice for them. They will have complex needs requiring on going assessment, multi-agency services and a period of residential care in excess of six months, in an environment which is conducive to therapeutic interventions.

Children who have special needs, including a physical and/or learning disability may be accommodated if, on assessment, the risks presented to them and to the other young people are acceptable. All the facilities of the home are accessible to people who use wheelchairs

A list of the young people currently accommodated at Glendalyn is maintained in the register, and an electronic database is updated weekly

Facilities and services to be provided for the young people

Objectives

- To safeguard the young person's physical and emotional welfare and mental health
- To help reduce tension in fraught family situations whilst helping the family address their Difficulties
- To support parents and primary carers to take the lead responsibility in caring for and promoting the welfare of their children
- To help young people make social adjustments and support their efforts to establish themselves as adults in the community
- To ensure that, through periods of crisis, a young person receives the adult support necessary to achieve their health, education and social milestones
- To provide a settled placement, of 6 months or more and help the child gain greater control

over behaviour which negatively impacts upon their lives and relationships.

- Use therapeutic services to help the child make sense of his/her life experiences and regain a sense of worth and value
- Support care leavers through their transition into a more independent placement.
- Work with the underlying causes of behaviour thereby reducing the child's propensity to self-harm or to harm others.
- Help the child maximize his/her life chances by promoting health and education opportunities & positive social interactions

2 Ethos and Philosophy of Glendalyn

The guiding principles of the home's work with young people are that:

- the safety of the young people is paramount
- all the young people are individuals, and need a personal response
- a young person's natural home is in a family setting
- rules and routines are purposeful, negotiated wherever possible, clearly understood and consistently applied
- practice is evidence based
- partnership working with families, carers and other agencies is regarded as vital to the successful fulfilment of plans
- good communication is maintained, both within the home and with carers and other Workers
- there is a strong commitment to anti discriminatory working practices
- change is positively embraced, and the culture is one of positive thinking
- beaurocracy and unnecessary obstacles to decision making and rapid action are minimised
- staff members have regular, structured supervision as well as access to informal support
- restorative approaches are used as a first resort to resolve conflict and lack of compliance with the home's few rules

All young people accommodated at Glendalyn are valued for their individuality. Staff members respect the rights of the young people, and strongly encourage them to fulfil their responsibilities. Confidentiality and sensitivity are upheld. Young people are encouraged to express their opinions freely - both formally and informally - and can expect a reasoned response to their expressed needs and wishes. Young people are encouraged to remain in contact with their families, and to maintain and develop their social networks.

Staff members aim to achieve a balance of care and control to enable young people to develop as individuals, and to fulfil their personal care plans. This is achieved within a framework of clearly defined boundaries, even when the young person's experiences and circumstances may lead to them challenging the service they're receiving.

Young people are given necessary information to ensure that they understand what Glendalyn offers. They are actively encouraged to complain if they are unhappy with the service offered, and they have the opportunity to talk about their experiences of living in the home through regular young people's meetings and one on one discussion.

Within the young person's individual Placement Plan consideration is given and supported for their individual cultural, religious and linguistic needs and what this means specifically for each individual and supports the young person of how they interpret their own identity and how they wished to be known by others.

Objectives

- Adopt a care management approach offering on going assessment of needs which informs the child's plan and facilitates delivery of an individual package of multi-agency Services
- Using formal working agreements in our partnership with parents/carers to establish roles, expectations and timescales
- Providing an out of hours response to young people and families where this is assessed as necessary to meet their needs
- Working collaboratively with other agencies to ensure that all contribute expertise and resources to the package of services necessary to meet the young person's needs
- Supporting leaving care services, which help young people to establish themselves as young adults in society
- Adopting a shared care approach with all families, helping parents and primary carers to remain actively involved in their children's life, sharing responsibility for their welfare, care and development
- Use research to inform practice and ensure that the most appropriate interventions are used to achieve the best possible outcomes for the children and young people
- Promote staff recruitment and retention policies, which helps appointment of high calibre staff teams

Quality Standards

- Use `National Care Standards` as the basis for residential child care services
- Actively seek and use the views of children and their families on an on going basis and agree with them the services to be offered that will meet assessed need
- Commission services applying `Best Value` principles

- Offer services which are sensitive to multi cultural needs and encompass Equality, Diversity and Inclusion
- Use evidence from research to inform practice and monitor outcomes for children and young people
- Commitment to staff training to achieve levels of qualification as defined by National Care Standards

Operational Standards

- All admissions will be planned
- All referrals will have an allocated case manager. This cannot be a member of staff from the specialist home
- Priority will be given to placements where residential care is the first choice of service for the child concerned
- Create an environment which promotes a sense of hope and self worth, including high quality physical surroundings, positive adult relationships and partisan care
- Consideration will be given to the existing group and potential for conflict in meeting their needs when deciding the suitability of new admission
- Maintaining the child's position within his/her family will be a primary objective for the staff team

3 Participation in recreation, sporting and cultural activities

Celebrations of special occasions e.g. birthdays, bank holidays, religious festivals etc. are planned and prepared for by both staff and young people. We aim to have an annual holiday for the whole group and plan for short breaks and weekend trips for two or three at a time as appropriate to the needs of the individuals and the group as a whole.

Visitors are welcomed and young people are encouraged to develop and maintain relationships outside of the home. Visitors may be invited to stay for meals and friends may be able to "sleep-over".

Young people may earn pocket money and can also earn points via an education incentive scheme and these are then turned into prizes or rewards for their educational achievements and attendance.

Regular trips to social clubs and cinemas and the theatre take place, and young people are also supported to take part in outdoor and sporting activities such as go karting, fishing, power kiting, mountain biking, camping, swimming and rollerblading. Outdoor activities are organised, and staff members hold the Open Country and/or Heavyweight Camping Awards, and so are accredited to support activities away from the home.

Young people are also encouraged to maintain part time jobs such as paper rounds, and to join in organised groups such as youth clubs and air cadets, as well as to use local libraries.

Within the home, a range of equipment, including board games, table tennis and art and craft materials are available. Young people can use the home's computers, and have access to the Internet with staff support and with necessary filters in place.

4 Cultural and Religious observance

Glendalyn respects and celebrates the diversity of cultures, ethnic identities and traditions. All young people accommodated within the home are supported to celebrate their racial and cultural identity.

Everyone has a right to be treated fairly and with respect. Staff will not tolerate anyone behaving or treating others in a way that is hurtful or disrespectful.

The home will make sure that a young person's cultural, religious and ethnic identity is recognised and will help Young people to be involved in cultural and other events that are important to them.

If a young person belongs to a religious faith, staff will discuss with him or her any help needed to follow the teachings of their religion, such as attending services at particular times or keeping to a special diet. Staff will encourage the young person to attend services of his or her religion.

5 Contact with parents, relatives and friends

Glendalyn encourages young people to retain contact with family, friends and important people in their lives, and friends are welcome in the home so long as their presence or behaviour doesn't disrupt the other young people, and their parents or carers know where they are. Young people are positively encouraged to maintain contact with their families, and are given support by staff and social workers to achieve this aim. Support can include the provision of lifts, rail warrants or bus fares.

Telephone contact with family and friends is encouraged, and the young people are provided with a phone to maintain social contact. Most, in common with other teenagers, have pay-as-you-go mobile phones.

There is a room available for the young person to see guests in private. However, young people may invite their guests in the communal areas of the home, providing this does not inconvenience or upset the other young people. Refreshments are always available, and young people are encouraged to invite guests for meals with the agreement of staff members.

6 Consultation about quality of care

All young people placed at the home are provided with a comprehensive young person's guide to the home, this details aspects relating to the day to day running of the home. This includes who the adults at the home are, what and how the routines are, together with expectations of behaviours, behaviour management and expectations of attending education.

Every young person at the home is supported by a team of key workers who work with them to ensure that they are fully aware of what is planned for their placement and care. It is recognised that the provision of good and consistent care is the most effective way of managing behaviour.

As part of this, each young person at the home will have a CLA care plan which identifies the broad aims of the placement and an in-house placement plan which will ensure that the needs and behaviours of each young person are managed in a consistent manner. Young people are

consulted about their plans and encouraged to share their thoughts, feelings and views about these and contribute to the quality of their care.

Reviews

The home complies with current legislation in ensuring that appropriate plans are compiled, implemented, and regularly reviewed within the required time scales. This is always done in consultation with the young person, their families and significant others. The young person is supported in the process by their social worker and key-worker. Placement plans are reviewed monthly, and statutory reviews held at due intervals, chaired by an independent reviewing officer. Young people are supported by their key worker to participate in statutory reviews and other planning meetings that may be held for them.

Due to the multi-faceted and ever changing nature of young people's needs it is essential that a regular and frequent in house review of plans be made. To facilitate this process a care plan recording system is employed. It is required that key workers meet with their allocated young people at monthly intervals to discuss, review and if necessary modify the needs previously identified. It is intended that a regular updating as described ensures that:-

- a. Young people's needs are regularly assessed.
- b. Plans focus on relevant aims and objectives.
- c. Child care placements remain focused packages of care.
- d. Young people are not permitted to "drift".

In conjunction with the care plans, a monthly report will be written by the keyworker as an update of information and progress. The monthly report will be signed by the keyworker, the child and the unit manager and then copied to parents and social worker.

7 Anti discriminatory practice and young peoples' rights

7a Anti discriminatory practice in respect of children and their families

Glendalyn is committed to providing a service that does not discriminate on the basis of race, culture, gender, sexual orientation or disability. Any form of discrimination within the home is challenged, with the aim of promoting an increased awareness of discrimination issues.

The management team promote non discrimination by raising staff members' awareness through updating training, by discussing issues in staff support sessions, and by making sure that learning materials are available to both staff members and young people. The staff group are fundamentally committed to redressing the inherent disadvantages and discrimination often experienced by looked after children in matters of education, social opportunities, health and employment

Glendalyn operates within an Equality and Diversity Policy. The policy states that Glendalyn is committed to advancing equality and diversity as a key feature within all its activities, as this is a shared vision which is ethically right and socially responsible. Glendalyn aims to provide a working environment and culture which recognises and values differences. Glendalyn will proactively tackle all discrimination and ensure that no individual or group is discriminated against in any way or form for any reason.

7b Children's rights

Staff members will do their best to ensure that all young people have the relevant information about their legal rights, and will support them in exercising these rights. Each young person has a copy of the home's Young Person's Guide.

Glendalyn recognises that there may be occasions when a young person needs the support of an independent person/visitor or advocate - for example, a children's advocate, independent person, solicitor or mentor. If such an occasion arises, staff will actively participate, with social workers, in making that service available.

8 Details of accommodation

8a How accommodation has been adapted to the needs of the children cared for by the children's home.

8b The age range, number and sex of children for whom it is intended that accommodation is to be provided.

8c The type of accommodation, including sleep-in accommodation.

The home provides accommodation for up to six young people, in individual rooms. There are two double-sized bedrooms (used as single rooms) and four single rooms. All the bedrooms are well furnished with beds, chairs, bedside cabinets, desks, and where they are not built in, cupboards and wardrobes.

Young people are able to bring their own furniture, subject to fire risk assessment, and things to personalise their rooms, if they so wish. Bedrooms are redecorated at least every two years, and young people are encouraged to help select the decor .

Next to each bedroom area is a shower room providing a shower, toilet, and wash basin: there are, in all, two bathrooms and two shower rooms, each including a lavatory and wash basin. One of the downstairs bathrooms is adapted for use by a person with physical disability, and together with the large bedrooms, wide doorways, ramped access etc. the ground floor of the home is fully accessible to a people who use wheelchairs.

There is one room on each landing used as staff sleeping-in rooms. These rooms are situated to enable easy access to young people during the night, and both have telephones for internal and external use. There is, in addition, a pair of two way radios available to enable staff to communicate within the home at times of particular risk.

On the ground floor there is a kitchen/dining room, fitted with a range of domestic equipment, and a utility room with a commercial washing machine, tumble dryer, and ironing facilities. The main living area has a comfortably furnished lounge off the main corridor with a television and DVD player. Also on the ground floor is a computer suite/education room which contains highly filtered terminals, plus three laptops, a laptop terminal with full Hantsnet access and a standalone tower computer.

The downstairs area is completed by a staff office and a bathroom. The first floor of the house is divided into two areas reached by separate staircases. One area comprises two bedrooms and a

bathroom, and the other the administration area. Two offices are shared by the management team, the admin officer and staff members needing a quiet area to work in.

Domestic arrangements

A high priority is placed on maintaining the home in a clean and well decorated state, since it is felt that a well cared for environment reflects a valuation of the young people, and encourages responsibility and ownership. Young people are encouraged to respect the environment, and to play a part in maintaining the home to an acceptable standard. This includes having a say in the home's domestic routines and plans for redecoration or replacement of furniture. Repairs are carried out as quickly as possible, and there is an on-going programme of redecoration throughout the home.

The home recognises that young peoples' perceptions of their self worth are influenced by the environment in which they are placed. Therefore, every effort is made to ensure that the home is decorated, furnished, and maintained to a high standard.

Staff may launder household linen and clothing: young people have access to the laundry facilities and are encouraged to take responsibility for washing and ironing their own clothes.

Young peoples' preferences are taken into account in menu planning. Staff, prepare most of the main meals, and young people are encouraged to help. We make almost all meals from fresh and use limited process food, young people are encouraged and supported to eat a healthy diet. As much choice is offered as possible, within the limits of the budget, and fruit and snacks are available at other times. Opportunities are taken to expand the culinary experiences of the young people by, for example, the cooking of ethnic dishes. The home is committed to providing for dietary and ethnic needs. Virtually all food is bought at the local Tesco supermarket.

A team member has responsibility for ensuring that repairs are dealt with promptly and for regularly checking for wear and tear. Furniture and fittings which are unacceptably worn or damaged are disposed of, and a case made, through the environmental risk assessment process, for replacements. Strong links have been made with representatives from the property services department of the County Council, and aggregated environmental and health and safety related needs are prioritised and systematically dealt with.

Young people are encouraged to help maintain their environments and are expected to contribute according to their age and abilities.

Emergency procedure

Glendalyn operates a Service Recovery Plan. Staff will be provided with a list of contacts who will be available to advise in the event of an emergency. First aid boxes are provided and homes' staff are required to attend first aid training.

Glendalyn is maintained as a safe-as-possible environment for the young people, staff members and visitors.

Risk assessments are completed - and regularly updated - for the environment, young people, activities and staff members. Measures to minimise risk are implemented wherever possible. The compendium of risks contributes to a Health and Safety action plan, which is actively managed through contact a representative from the County's Property Services department.

All staff members are expected to role model safe practices and to encourage young people to be aware of their environment and take responsibility for their own safety. Repairs to the home are carried out as quickly as possible. Details of emergency procedures and health and safety expectations are included in the staff handbook.

There is a written health and safety policy and fire evacuation plan. Regular fire practices are held, and alarm systems and safety equipment are regularly inspected and tested.

9 Location of the home and Location Risk Assessment

A detailed outline is covered in our Location Review Risk Assessment.

Glendalyn is situated back from a main road in a residential area. We have very good relationships with all our neighbours.

Transport:

We have a very good transport service. New Milton train station is a 5 minute walk away.

Shopping:

The local supermarket Tesco is a 5 minute drive or 15 minute walk. They also do home delivery. New Milton has a selection of shops and Southampton has a very good shopping complex.

There is a variety of local shops 5 minutes walking distance from the home.

Health:

The doctor's surgery is a 5 minute walk, with a chemist directly opposite.

We have a dentist in New Milton.

There is an optician on the high street.

We are in between 2 local hospitals Lymington and Bournemouth, which take approximately 30 minutes to drive to.

CAMHS is situated at Ashurst thirty minutes away. The team provide good support for young people at Glendalyn.

Education:

We have several main stream schools in the local area and The Forest Education Centre at Dibden on the waterside which is a pupil referral school designed to support young people who may have missed out on full time education..

Leisure:

New Milton has very good leisure facilities, these include the Arnewood leisure centre. Which offers swimming, gym, football and many other organised activities.

There is a cinema and bowling in Bournemouth. There are also many green open spaces that allow for other leisure activities as well as the huge spaces within the New Forest National Park which is on our doorstep.

The home is situated on a main road that can be very busy at peak times but there is a crossings to help alleviate this.

We have very good working relationships with our local beat officers; there is a police station in New Milton based in the Town Hall.

10 Child Protection and Bullying

10a Safeguarding policy

Children are among the most vulnerable members of society: they are liable to abuse, exploitation and deprivation.

Glendalyn works in accordance with Hampshire County Councils Children's Services Departmental Procedure and Policy for Safeguarding Children.

At Glendalyn we recognise that every young person's welfare is the paramount consideration and over-rides all other considerations.

The young people will be listened to, heard and taken seriously. They will be consulted and involved in all matters and decisions that affect their lives in a manner, which is sensitive to their age and level of comprehension.

All staff at the home have undertaken Safeguarding training and will be aware of the signs and symptoms of child abuse. The team at the home have a supportive role and not an investigative role when a young person discloses abuse. The duty to investigate is the responsibility of the young person's social worker and the police.

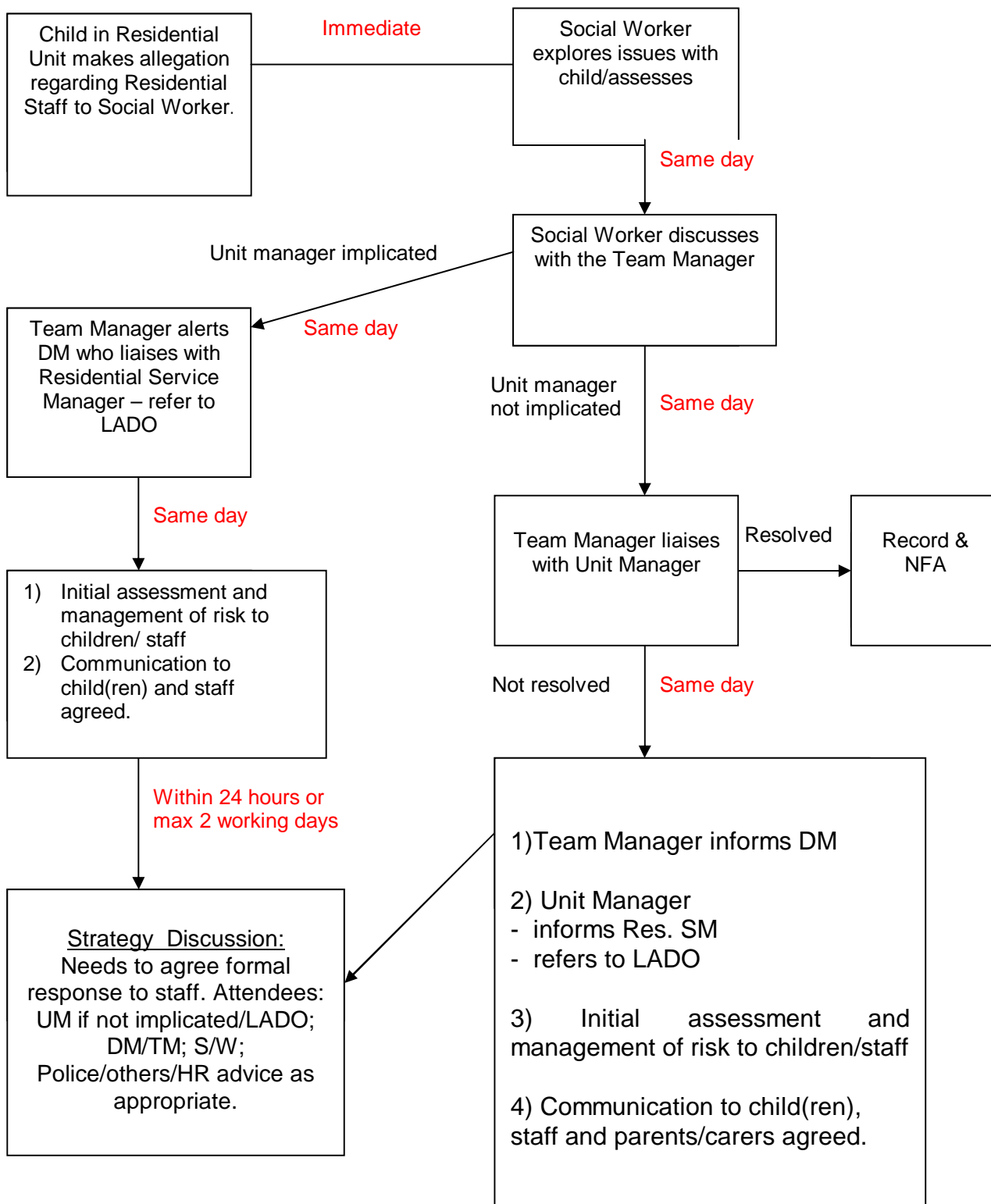
Any incidents of misconduct or breach of policy should be reported to the Line Manager or a senior colleague. Anyone seeing or hearing something that they feel is bad practice has an obligation to report the incident as soon as possible to a senior staff member. Silence is not an option, and may be viewed as tacit support for inappropriate activities.

The Policy and Practice Requirements of Hampshire's Safeguarding Board state that Children's Services have a statutory duty to "investigate any situation where they have reasonable cause to suspect that a Child is, or is likely to suffer significant harm". If staff receive evidence that a child is suffering or has suffered abuse they will inform the senior member of staff on duty, the Registered Manager, the social worker and their manager. Senior and managerial staff will then decide on the course of action to be taken, this could include referral to the Child Protection Team.

There may be unusual circumstances when it is best to inform the police directly. For example when staff suspect that the abuse has occurred recently and that the forensic evidence is available or staff feel that the child is in immediate danger and the protective powers of the police are required. In such cases the above must also be informed. If the incident occurs outside of office hours the emergency duty team should also be informed.

Please see next page for process when an allegation is made against a member of staff.

Allegations against residential staff – process



10b Prevention of bullying

Glendalyn will not tolerate bullying and staff will be vigilant in identifying and addressing potential bullying situations. Incidents of bullying will be discussed both on an individual and group basis and support offered to the victim and perpetrator.

10c Missing from care

Glendalyn acknowledges and works in accordance with Hampshire County Councils Children's Services Departmental Procedure for Children and Young People missing from Care (01/13)

Glendalyn recognises that young people going missing from our care is a key indicator of need, that from their perspective something isn't going right for them in their life and part of the solution to this problem of not returning home can consequently place them at increased risk of harm.

The home is committed to addressing in partnership with the young person, their family and other agencies the underlying factors which contribute towards them going missing.

Every missing episode is taken seriously and there is a commitment from the management team to ensure that the team is clear on how to plan and respond to young people who go missing from our care. Whilst ensuring there is not a culture where young people go missing is normalised and not given the appropriate attention.

Social workers are made aware when a young person is placed as missing and when out of office hours the Emergency Duty Team is updated of the situation. The same applies when the young person returns from missing. Our staff request a 'return from missing' consultation for the young person by the social work team.

Each young person's SERAF which is completed and entered onto ICS by the individual's social worker is contained within the young person's Missing Safeguarding Plan

All young people living at the home have a Missing Safeguarding Plan which is updated monthly. The plan details the following:

- Young Person's Name
- Age and Date of Birth
- Young Person's Mobile Number
- The agreed time for the young person to return home
- The agreed time for the young person to be reported as missing to the police
- Background information (what factors contribute towards them not returning home)
- Interventions to support the young person returning home
- Who needs to be contacted when the young person is missing
- Known individuals, addresses and locations where the young person may be
- Information to be shared with the police when reporting a young person as missing (details evidence based concerns/risk factors related to the young person's welfare and safeguarding e.g. medical information, substance misuse, self harm, sexual exploitation, mental health)

When the young person returns:

- Staff welcome them back into the home
- Check that they are ok
- Inform parents, police, social worker or OOHS of return
- Establish when the social work team will be visiting the child
- Enquire of child's reason for absence and record on CR6
- Decide what action needs to be taken as a result including consideration of the need to request a Missing from Care Meeting or High Risk Strategy Meeting
- Update risk assessments/care plan etc. as necessary
- Share information appropriately
- Complete on-going Missing from Care Log

At the home the young people are at the core of everything we do, therefore there is an expectation that the young people have participated in the planning and responses to their missing status so they have an understanding of the process that we will take should they go missing as well as being informed about the potential dangers they may encounter.

11 Admission Criteria

When they come to Glendalyn, young people will be between the ages of 12 and 16 years. Whilst all referrals will be considered, the needs of the resident group will also be taken into account. Accommodation will not normally be offered to a young person whose needs are such that their placement would compromise safeguarding of other residents, or who require a level of specialist care not possible within the structure or staffing of the home. In this situation, it would be expected, if such a placement was made, that additional staffing, would be arranged.

A planning meeting will be held either before a young person joins Glendalyn or within seventy-two hours of them arriving. The purpose of this meeting will be to agree a placement plan, which will, in turn, inform the home's internal care planning. It is the home's custom to produce a simplified, word processed version of the agreed placement plan that can more easily be shared with those involved in the young person's care.

Staff at Glendalyn will liaise with social workers and with independent reviewing officers to ensure that they're kept fully informed, that contact is maintained between social worker, client and their family, and that statutory reviews and planning meetings take place as required.

It is anticipated that all admissions will be planned and in principle, Glendalyn will not accept emergency placements. An emergency placement is defined as the need to identify an immediately available bed for a child or young person with no pre admission referral or care planning which links the needs of that child with the service that is provided by the home.

In exceptional circumstances an 'immediate placement' may be agreed by the service manager and the registered manager. In such circumstances the service and registered manager will agree

that the introduction and pre admission procedures can be abridged to facilitate the placement of a child/young person within 24 hours. Immediate placements will only be considered where a referral form has been completed and it is clear that the young person's needs fit the criteria for admission to Glendalyn, and that s/he will be well placed in the home.

Admissions Procedure

Completion of the integrated placement referral form, and provision of the information referred to in the form, are prerequisites for placing a young person. Applications are received by Lorraine Frampton and the integrated placement team.

Young people seeking places are welcome and encouraged to visit Glendalyn before placement decisions are made. The young person should be accompanied, on arrival, by his/her social worker and, if possible, the previous carers. S/he is welcome to bring personal possessions so long as these do not compromise others' safety or wellbeing.

On arrival at Glendalyn the young person will be met by a designated member of staff and sufficient staff will be available to ensure that the young person is not left alone whilst any essential paperwork is completed.

The young person will be given time to talk to staff, and will be supported in settling at Glendalyn. Previous carers should be encouraged to participate in this process, with the young person's agreement. The home's staff will do their best to ensure that making the move to Glendalyn is a positive experience for the young person. The young person will be given a copy of the home's Young People's guide, and their carer offered a copy of the home's Statement of Purpose and Staff Handbook of Guidance.

A key worker team will be assigned to the young person to liaise with the social worker and previous carers. A file for recorded information will be established as soon as possible after admission. Staff will gather as much information as possible about the young person's background and history, and use that information to complete risk assessments that will be responded to with appropriate strategies, interventions and levels of staff support.

Recording, and arrangements for young people to have access to their files, is to Departmental Standards, and all staff have the necessary training to ensure compliance.

12 Complaints

Glendalyn is committed to providing individual children all the available information about their legal rights and every opportunity to exercise these rights. Glendalyn recognises that there may be occasions when a young person needs the services of an independent person or advocate and will be active in procuring such services. Glendalyn has an established complaints procedure which ensures all complaints are listened to and dealt with.

This is a summary of how a young person might make a complaint.

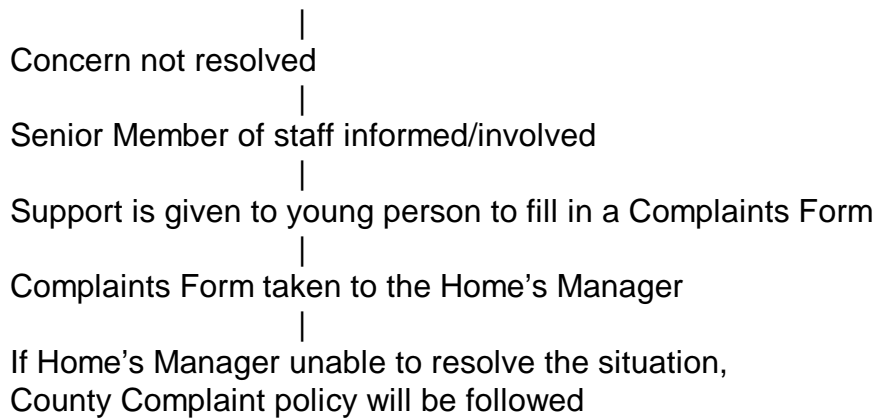
Information about making complaints given to all young people on admission to The Green House

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Child raises a concern or member of staff feels that they may wish to raise a complaint

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Member of staff makes themselves available to listen



Complaints from children, their families or others may also be sent to the Registered Manager or:

- Hampshire County Council Complaints Officer, The Castle, Winchester, Hampshire SO23 8UJ. Tel. 01962 847256
- Ofsted National Business Unit, Royal Exchange Buildings, St Ann's Square, Manchester M2 7LA. Tel 0300 1231231, email enquiries@ofsted.gov.uk

See also section regarding child protection and bullying for flow chart relating to complaints against staff.

Children's Behaviour

13 Electronic surveillance

Glendalyn has a security system which allows for the monitoring of external doors. Staff may carry 2 way radios so they can summon assistance if required.

The principle of ISSPs (Intensive Support and Supervision Programmes) is supported by the home.

The home will support the use of Electronic Tagging Systems should they be a Court requirement as a result of offending behaviour.

14 Management of behaviour

It is recognised that the provision of good and consistent care is the most effective way of managing behaviour. As part of this each resident will have a LAC Care Plan identifying the broad aims of placement and an in-house placement plan which will ensure that the needs and behaviours of each resident are managed in a consistent manner. Each resident will be treated as an individual and their rights and responsibilities recognised. Supervision, Pillars of Parenting Consultations and staff meetings will be used to consider the best way of dealing with behaviours and continual assessment will identify developmental needs and result in the regular updating of the in-house care plan.

The Pillars of Parenting Model is based on care staff adopting an Authoritative Style of Parenting. This style of parenting is characterised by high expectations of behaviour combined with high levels of sensitivity to the child. Staff will set clear and realistic behavioural expectations and will use praise and positive attention to promote good behaviour. Children will be offered choices within safe parameters and dialogue between staff and children will focus on enabling children to

understand their feelings and behaviours and to make good decisions.

When dealing with undesirable behaviour staff will seek to use Restorative Approaches. The process requires the “person who has caused harm” to accept responsibility for their action, consider the “distress” they have caused and seek to make reparation. Some undesirable behaviour may be punished through the use of sanctions e.g. verbal reprimand, loss of privileges, payment for damages etc. Normally sanctions will be authorised by the staff on duty, but will occasionally be the result of staff team discussion.

All sanctions will be recorded and counter-signed by the Registered Manager. Some negative behaviour’s are intentionally ignored if it is thought that the pay-off was staff attention. This approach is usually combined with the opportunity for residents to gain a positive reinforcement through the demonstration of an alternative more acceptable behaviour.

14a the children’s home’s approach to the use of restraint with respect to children accommodated.

No form of corporal punishment is acceptable. The use of restraint is not a sanction and will only be used when other forms of behaviour management are ineffective and then only in situations when a person or property is at risk. Any incident of restraint or violence must be recorded using the appropriate systems.

Staff seek to listen to residents and be reliable and dependable in order that residents can develop a sense of dependence on them and an attachment to them. The formation of this attachment can provide a sense of security which will allow the resident to explore their past and to develop new socially acceptable skills and responses.

14b how people working in the children’s home are trained in the use of the restraint and how their competence is assessed.

All staff will be expected to undertake Team Teach Training. This training will provide the underpinning knowledge and practical management techniques for preventing, defusing and managing aggressive behaviour. Refresher training will be provided at regular intervals by the Home’s instructors.

Contact Details

15 Name and Address of the Registered Provider

Responsible person: Susan Lomax

Hampshire County Council
Children’s Services Department
Dame Mary Fagin House
Chineham Court
Lutyens Close
Chineham
Basingstoke
Hampshire

Tel: 01256 18146321

Registered Manager: Allan Piela
75 Fernhill Lane

**New Milton
Hampshire
BH25 5SX**

Tel. 01425615373

Education

16, 17 & 18 Education

The home believes that education to be pivotal in the life and development of children and young people and recognise their rights to both a formal and informal education. Every effort is made to ensure all young people receive the education to which they are entitled in order for them to achieve their full potential. Individual talents are recognised and supported.

The home works in conjunction with families, local schools, the Education and Inclusion Service (EiS) and all partner agencies to enable the young people we look after to reach their full education potential.

An identified member the staff team is designated as the lead person for education and he will coordinate between family members, the young person, the key worker and other agencies.

When a young person comes to Glendalyn, they are expected and encouraged to attend their usual school in order promote continuity of their education and maintenance of their social networks. They are fully supported in doing so with transport arranged where necessary and appropriate. Staff members work in partnership with schools, local education service staff and members of the EiS to ensure that each young person attends regularly, and any difficulties are dealt with promptly.

Staff members will fulfil a parental role through assisting with homework and showing an interest in work and progress including attending parent's evenings and other school events. They will contribute to the process of identifying the most appropriate school and, where appropriate, assist with supporting the young person to and from school.

All young people have the facilities to undertake private study within Glendalyn. This includes the use of computer's in the well equipped education room, and the use of mobile broadband equipped laptop computers. Access to public libraries and other educational settings will also be made available. Each young person has a desk in their room and Glendalyn maintains a small library. Glendalyn has a wide range of educational materials to enable staff to support and educate the young people about the curriculum that they are following, and about what they may be expected to achieve.

If, by virtue of having been excluded from school, or because of a prolonged absence from an education placement, the young person is educationally disadvantaged, Glendalyn and the local inclusion manager will arrange appropriate home tuition or a place at the closest pupil education centre. The objective, always, is a planned reintegration into a full time educational placement. The home also has an agreement with a local comprehensive school to rapidly induct young people who have no educational placement.

Glendalyn will record daily attendance and celebrate academic progress and achievement and, in accordance with the Personal Education Plan for each young person, provide support and guidance to them.

Glendalyn will actively promote and encourage access to the widest range of educational and learning experiences by

- providing appropriate access and supervised use of the computer to make use of educational websites and e-learning tools
- encouraging children/young people to use the home and local library
- supporting e-learning
- organising visits to places of interest/significance, recognising the importance for every child/young person to experience new and stimulating challenges
- allowing access to appropriate social and cultural events

Health

19 Health Protection and Promotion

Glendalyn is committed to promoting healthy living through the provision of a balanced diet and engagement in activities. We will make available, relevant information and provide guidance and support across a wide variety of health needs. Information is provided on a routine basis about diet, smoking, drugs, alcohol and SRE. Glendalyn has access to an attached Looked After Children Nurse, CAMHS therapist and Educational Psychologist and links are maintained with other specialists as appropriate to the children's needs.

Wherever possible young people admitted to Glendalyn will remain registered with their own G.P. Dentist and other health practitioners. If this is impractical, or they wish to change, they, with the agreement of their parents, will be helped to register with local services. Parents are encouraged to arrange and attend medical appointments, and are kept informed of medical issues with the agreement of the young person, with due regard for their Fraser competence and right to confidentiality. Young people are encouraged to have regular health checks. Staff members will advocate with health professionals on behalf of young people.

Staff will continually monitor health and the wellbeing of young people in their care and if required, medical assistance will be sought as soon as possible. Diagnosis of any illness or condition must be left to a medical practitioner and when in doubt staff will seek medical assistance rather than not. All medicines prescribed and any proprietary brands are held in a lockable medicine cabinet and recorded and administered in accordance with H.C.C. Policy.

The home supports the young people to access health care, and provides information, and opportunities to maintain a healthy lifestyle by addressing, in key work sessions and placement plans, issues such as diet, exercise, sleep, emotional health, risk, sexual matters, drug and alcohol abuse, and bodily awareness.

The home's food and meal arrangements, and bedtimes should ensure that the young people are well fed and well rested: exercise is also encouraged, and young people may go swimming or to the gym at the home's expense.

The sections on Sexual Health and Substance Misuse in the staff handbook offer further guidance.

Therapeutic Techniques

All residents at Glendalyn will have their health needs assessed. Any therapeutic intervention will be provided by an external consultant and staff interventions will be guided by the consultant. Glendalyn has the support from the services of an attached Educational Psychologist and an attached CAMHS Therapist. Glendalyn will use the Pillars of Parenting Model within daily interactions.

The Pillars of Parenting

All staff will be trained in the Pillars of Parenting.

The key theoretical underpinning to the residential strategy is the implementation of the Pillars of Parenting (PoP). This programme sets out to empower those working with children with the knowledge and skills to understand the complexity of their task. The 'authentic warmth' model supports clear and strong leadership for those responsible for organising services for children in public care and demands a high level of purposeful kindness and commitment from the carers who look after them every day. It is a child centred approach which is informed by the best knowledge that child psychology has to offer.

The PoP sets key parenting tasks which are designed to enable and empower carers to ensure that their children can achieve the following:

1 Developing a sense of well-being: helping children and young people to feel good about themselves by:

- Providing quality care and protection
- Building warm relationships
- Promoting an appropriate level of self perception/self worth
- Ensuring a sense of belonging

2. Managing life events: enabling children and young people to responds to difficulties and opportunities by:

- Enhancing resilience
- Teaching self management skills

3. Acquiring social confidence and capital: helping children and young people make and keep friends by:

- Improving emotional competence
- Developing personal and social responsibility

The authentic warmth approach provides a general framework for good practice but it needs to be adapted for each individual child's needs. This process is achieved through a consultancy model which involves a psychologist working directly with the carers and using psychology to provide a deeper insight into the problems and potential of each child and to inform the selection of the particular support strategies tailored to the child's needs. It is the information from the psychology knowledge base adapted in a creative way by the psychologist that enables carers and managers to generate, agree and implement sophisticated strategies in heir day to day interactions with children. In this way the authentic warmth approach becomes a dynamic model of childcare, as opposed to a static and inflexible one.

Measuring progress:

The Pillars of Parenting model allows for the measurement of each child's progress via the completion of the Progress and Development Checklist, The Pearson Resiliency Scale and The Trauma checklist. The results are analysed by the Psychologist and shared with the staff team.

Strong and committed leadership is a pre-requisite of this programme. Each manager will need to retain the strategic and long term view, take necessary risks, think creatively and inspire staff by helping them to see what they and their organisation could become.

Staffing Matters

20 Staffing policy

There will be at least two staff members (in addition to any management presence during daytime hours) on duty from 7am until 10.30pm, with two staff members sleeping in. These numbers may be augmented and/or a waking night staff member introduced in response to young people's risk assessments.

The home's staffing establishment provides for 20 hours of cooking, 35 hours of cleaning and 25 hours of administrative support. These hours can be worked flexibly to accommodate the home's needs.

Both daytime and evening shifts will usually (90% +) be led by a senior staff member, referred to as a shift leader, who will have sufficient skills, experience and delegated authority to make most operational decisions.

A minimum of two staff members would normally be in the building during the day, subject to risk assessments and the numbers of young people present.

All staff have access to management support 24hours a day via an on call duty cover system by the registered manager and deputy manager.

Relevant qualifications and experience of the Registered Manager and Deputy Manager

Registered Manager: Allan Piela

Diploma in Social Work
PQ Child Care
Certificate of Health and Social Services Management
NVQ4 Management

- Eighteen years experience as a social work practitioner
- 12 years experience as a residential manager
- Participant in many short training courses
- Experience in financial management, behavioural management, staff recruitment and selection, staff support and development, risk assessment, and the management of health and safety
- Experienced trainer, having delivered many courses, both in the context of various posts held, and as a freelance trainer

Deputy Manager: Pam Corrigan

NVQ Level 4 in Health and Social Care

NVQ Level 3 in Health and Social Care

Twenty one years practitioner and supervisory experience within Hampshire County Council
Children's Services Department
Qualified Practice Teacher

Participated in many short training courses

Details of staff employed in the home

The current staffing structure of the home provides for:

1 full time equivalent manager, Hampshire Management Grade G

1 full time equivalent deputy manager, Hampshire Residential Grade F

12.0 full time equivalent Residential Childcare Worker (5 FTE seniors, 1 PT residential childcare worker 6 FTE residential childcare workers)

25 hours a week of administrative support

20 hours a week cook (currently vacant)

35 hours a week cleaner (currently covered by agency contract)

All staff members hold an NVQ Level 3 in Health & Social Care Young People, 2 staff are currently undertaking the QCF level 3 in Child Care.

Two seniors hold NVQ4 in child care

One team member has a degree in social work

All staff members are Team Teach trained and currently accredited

Experience of care staff members – at January 2013

Staff Member	Experience	Qualifications
Marlene Stanley	20 years in residential childcare	NVQ Level 3 in Health and Social Care
Ian Brazier	18 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Julie Macilreavy	17 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare Level 3
Jeannie Wells	16 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking

		Emotional Warmth of Professional Childcare
Martin Tilbury	10 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Ami Harris	8 years in residential childcare	NVQ Level 3 in Health and Social Care Masters Degree in Social Work Currently undertaking Emotional Warmth of Professional Childcare
Kim Flower	11 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Lucie Weale	2 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Sharon Smith	5 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Emma Brodie	1 year in residential childcare	Diploma in Social Work NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare
Suzie Eastwood	3 years in residential childcare	NVQ Level 3 in Health and Social Care Currently undertaking Emotional Warmth of Professional Childcare

21 Staff support, training and development

Supervision:

The formal staff supervision structure within the unit is established for all team members, with everyone committed to its maintenance and development. The system is based on a hierarchical triangle with staff being supervised by recognised senior staff, who in, turn receive their supervision from the Registered Manager. It is intended that this system creates a two way flow of information that is seen as relevant to the supervision forum.

Group supervision occurs within Team Meetings and Pillars of Parenting Consultation. Informal supervision occurs as and when required.

Formal supervision: takes place monthly. Sessions last for at least an hour. Both staff member and line manager prepare an agenda before the meeting, following a structure described in the previous (2002) National Minimum Standards for Children's Homes and follow HCC Supervision Policy and link together with discussions about progress on fulfilling objectives agreed in the individual performance plan (IPP) - see below.

Supervision sessions are recorded and the agreed notes signed. Participants have their own copy. Originals are kept securely for at least twelve months. Progress of actions agreed at the previous meeting is discussed at the subsequent meeting, so that continuity is achieved.

Supervision sessions take place in a quiet, comfortable environment with the absolute minimum of disturbance.

Informal supervision: the aim is to distribute management team members and team supervisors' time so that at least one senior staff member is around most of the time. They are always interruptible in emergencies: if they cannot offer advice about less urgent situations at the time, they will respond to staff members before the end of shifts.

In addition to monthly supervision, staff members have an annual Individual Performance Plan (IPP) meeting. Lasting at least an hour, this provides an opportunity to compare current performance against the prescribed role and responsibilities, and enable factors such as stress and career aspirations to be discussed. The outcome is agreed objectives that reflect the needs of the home as well as the needs and aspirations of the staff member.

Referrals to training courses, or the commissioning of in-house training, reflect the operational needs of the home.

Training: Glendalyn staff training and development is key and encouraged to enhance staff members' performance.

The Support Force for Children's Residential Care Identifies three key stages of staff development

1. Introduction, induction, and getting to know the job;
2. Picking up core skills, and coping with the basic residential task;
3. Learning specialist skills and identifying with the professional approach to the work.

These three stages are reflected in the Glendalyn training plan.

Induction:

Each induction plan is compiled on an individual basis but all contain the following components:

Planning for arrival:

Contact will be made with the new staff member and shift patterns and arrangements for the

first day explained. Copies of the Home's Staff Handbook and Statement of Purpose and Function will be made available prior to the first day of work.

Induction Training:

An individual programme will be drawn up reflecting the prior knowledge and experience of the new staff member. It will include experiential learning through observation and shadowing of experienced colleagues, introductory visits to other establishments, discussion with key personnel, community orientation, and supervision.

During the first 6 months of employment staff will be required to complete The Children's Workforce Development Councils publication "Your Induction to Work in Children's Social Care"

Depending on prior knowledge and experience, new staff will work for a minimum of one to two weeks before they take a full part in the shift system.

Core skills and knowledge:

During the first twelve months, induction training will be reinforced with training in the core skills. This will occur through supervision, in-home training and attendance on training courses, seminars etc. Training needs will be identified, both by the member of staff and their supervisor, and may form part of the probationary expectations.

All staff will be expected to undertake Team Teach Training. This training will provide the underpinning knowledge and practical management techniques for preventing, defusing and managing aggressive behaviour. Refresher training will be provided at regular intervals.

All staff will undertake training in The Pillars of Parenting.

Specialist skills and knowledge:

Having acquired core skills, staff will need to continue in their learning so that they are able to demonstrate their competence in providing a quality service. Again, training needs will be identified through supervision.

Training opportunities are as before but also include Diploma study, OU courses and the Social Work Degree..

22 Organisational structure of the home

Please see Appendix 1

Staff

- to achieve consistency in approach and care planning across the staff group through regular staff team meetings and the regular, structured support (supervision) of staff members
- to ensure that staff members have the information needed to carry out their responsibilities efficiently and effectively by regularly updating and promoting the staff handbook of good practice, and maintaining effective communication by verbal, written and electronic means

- to ensure that staff members have the skill mix needed to fulfil the home's responsibilities by applying the Individual Performance Plan development model so that each staff member has a plan, which is monitored and reviewed
- to ensure that the staff rota deploys staff in sufficient numbers to ensure safety, continuity and the effective support of young people
- to ensure a safe working and living environment by regularly updating, and acting upon the outcomes of risk assessments
- to contribute the expertise of staff members to the development of the County's residential services
- to ensure that new staff members rapidly achieve full competence through participation in the Pillars of Parenting, the induction and foundation standards validation process allied to referral to appropriate external training courses, including the Diploma Level 3 in caring for children

Young people

- to assess the needs of the young person for whom care is proposed, and to participate in the preparation of a placement plan that more than meets the requirements of the National Minimum Standards, and which is regularly reviewed
- to ensure continuity of work by providing each young person with a team of key workers
- to take every opportunity for consultation and interaction with the young people, both formally and informally, by arranging regular young peoples' meetings, and by staff sharing mealtimes and other social occasions with young people
- to stimulate and educate the young people by arranging a range of activities within the home, and supporting them to participate in a range of cultural activities
- to support young people moving on by arranging time-limited outreach sessions at agreed frequencies and with agreed purpose
- to accompany young people to appointments, meetings and court appearances, supporting them to self advocate, or advocating for them where appropriate
- to encourage young people to maintain their social networks by enabling them to pursue social, sporting and leisure activities away from the home, and to invite their friends and relatives to the home
- to ensure that young people have the formal educational opportunities to which they're entitled by advocating with schools, and actively supporting school attendance and the completion of work
- to maintain the home as a place of safety by taking effective action against bullying and aggression within the home, and managing contact with undesirable people outside the home
- to ensure that the young people have privacy and personal space when they need it by providing individual rooms, room keys, and opportunities to personalise their rooms

- to actively promote non discriminatory practice, and raise the young peoples' awareness of different forms of discrimination by challenging and educating them
- to provide opportunities for choice and decision making through formal and informal discussions
- to be open, consistent and fair in the resolution of conflict and disagreement by using restorative approaches wherever possible, and by regularly reviewing the effectiveness of sanctions and rewards
- to ensure that behaviours that challenge the service are managed in such a way that situations are resolved with sensitivity and discretion, preserving the dignity of the individual
- to promote the health of each young person by providing a balanced and nutritious diet, by encouraging exercise and adequate sleep, and by ensuring access to appropriate health services, advocating for the young person when necessary
- to promote risk taking as important to personal development by ensuring that staff members are competent and confident to assess and manage risks taken by young people
- to achieve fairness and equity in the distribution of the home's resources among the young people by monitoring the time and money spent on them
- to emphasise that each young person is an individual

Appendix 1 – Organisational structure of the home

STAFF MEMBERS' RESPONSIBILITIES

<p>Management Team</p> <p>Allan Piela Registered Manager</p> <p>Pam Corrigan Deputy Manager</p>	<p>Care standards and legal compliance</p> <p>Performance monitoring</p> <p>Planning and development of the home</p> <p>Financial and resources management</p> <p>Staff recruitment, development and training</p> <p>Staff support</p> <p>Internal procedures and practice guidance</p> <p>Managing relationships with neighbours</p> <p>Police and court liaison</p> <p>Management of health and safety and risk assessments</p> <p>Placements and care planning</p> <p>File Quality Monitoring</p> <p>Young People's handbook Staff support and development</p> <p>Fire safety</p> <p>Building maintenance and improvement</p> <p>Consultation with young people</p> <p>Young peoples' guide</p> <p>Recreation and leisure activities</p> <p>Substance misuse awareness</p>
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	<i>Sexual health awareness Mentoring of students on placement Outdoor activities overall lead and lead for power kite flying Young people's risk assessments First aid supplies Maintaining medical records Young people's computers</i>
Ian Brazier Martin Tilbury	<i>Team Teach training and risk assessment Workplace Health and Safety representative Environmental risk assessments, workplace inspections COSHH and COSHH risk assessments</i>
Julie Macilreavy	<i>Substance abuse awareness raising among young people and staff members Education Lead Safe Guarding Lead</i>
Ian Brazier	<i>Fire safety monitoring and staff training Home's Car lead</i>
Ros Bargh	<i>Food Management and menu planning House and home appearance</i>
Julie Macilreavy Lucie Weale Ami Harris	<i>Bullying Lead, Restorative Justice Lead Recreation and leisure activities Outdoor activities - mountain biking, fishing</i>
Pam Corrigan	<i>Life Story Working – journey at the home</i>
Martin Tilbury	<i>Autism Lead, Life Story Working – journey at the home</i>
Ros Bargh	<i>Home maintenance, House, Gardens Legionella Lead</i>
Marlene Stanley	<i>Leaving Care Lead Consultation with young people lead</i>
Mari Moss	<i>Home maintenance, stock and storage lead</i>

Contacting Glendalyn:

All staff members use Outlook email, and can be contacted by e-mail by placing a dot between their first and last names and adding "@hants.gov.uk".

For example:

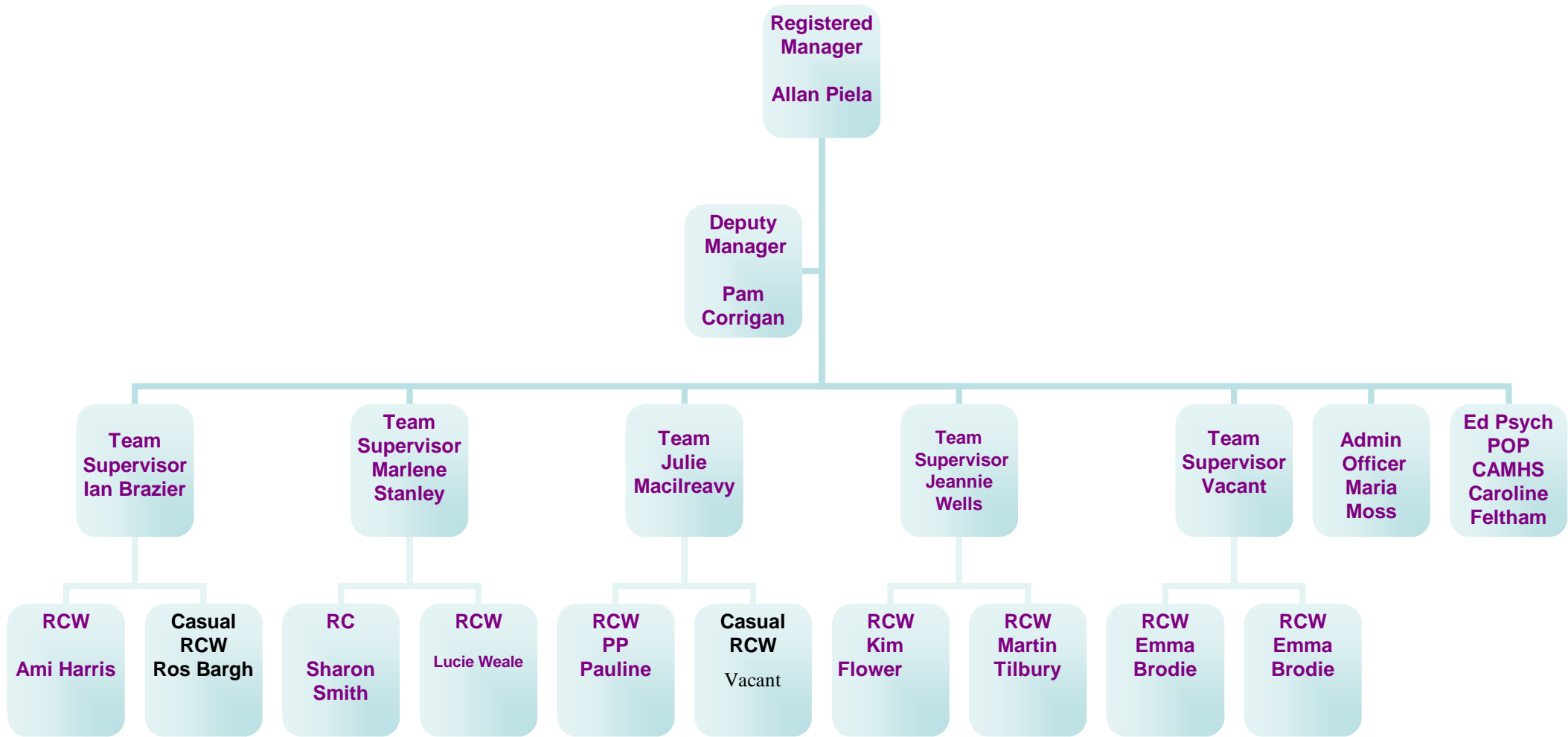
Your Name = your.name@hants.gov.uk

The home's phone number is 01425615373

The home's fax number is 01425638819

“Here we must run as fast as we can,
just to stay in place.
And if you wish to go somewhere else,
you must run twice as fast as that!”

Notes:



ORGANISATIONAL STRUCTURE OF GLENDALYN 2014